FOR IMMEDIATE RELEASE
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FROM THE BRINK OF BANKRUPTCY TO MORE BANG FOR THE TAXPAYERS' BUCK
County's Top Executive Details Successful Ten-Year Turnaround

County of San Diego Chief Administrative Officer Walt Ekard will share with the public how the adoption of the General Management System (GMS) 10 years ago is benefiting taxpayers today. He will outline the details in a presentation at the Board of Supervisors meeting on Tuesday, Sept. 25 at 9 a.m.

"The same Board of Supervisors was in place when we made the decision in 1997 to run our county like a business by adopting the GMS," said Board of Supervisors Chairman Ron Roberts. "It was very tough in the beginning. We had to rethink the way we did things, but it is rewarding to see the benefit to the public ten years later. Our County is fiscally secure and provides far better services to the community."

The GMS requires County staff to complete five activities each fiscal year.

> **GMS By the Numbers**
> **(from 1997 – 2007)**
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> - **$338 million** redirected to front line services, equipment, infrastructure
> - **1,019** fewer employees
> - **500,000** additional County residents
> - **98+** County services the public can access via the Web
> - **41%** increase in hours of operation at County libraries
> - **63%** increase in acres of current/future parkland

- **Strategic Planning:** Long-range plan to review where the County is and where it wants to be over the next five years, including an assessment of significant needs, challenges and risks.

- **Operational Planning:** Prioritize how to spend funds, including adoption of annual budget and approval in principle of following year's budget.

- **Monitoring and Control:** Evaluate progress monthly, quarterly and annually to make sure goals are achieved and make adjustments as necessary.

- **Functional Threading:** Examine how County departments and divisions can coordinate to pursue shared goals, solve problems and exchange information.

- **Motivation, Rewards and Recognition:** Communicate GMS to employees by setting clear expectations, evaluating performance and rewarding those who meet or exceed expectations.

As a result, the County of San Diego currently has one of the highest credit ratings of any California county, has standardized and improved the security of computer systems, and found innovative ways to increase services while streamlining operations.

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